



Date: January 15, 2020
To: Chair and Members of the Library Board
From: Paul Takala, Chief Librarian/CEO
Subject: **Hamilton Public Library Goals 2020 – (Approved)**

IMPLEMENTING THE STRATEGIC PLAN

2018-2021 Strategic Plan - The Library Board adopted a new [strategic plan in 2018](#). The plan builds on the success of the previous plan. In preparation for developing the 2018-2021 Strategic Plan the Library Board sought to understand broad trends impacting society and public libraries, as well as, specific challenges and aspirations of the communities we serve. The Board looked at the Our Future Hamilton Community Vision and conducted a [community survey that received over 7,000 responses](#). That process has informed the new Strategic Plan and the annual business plans that will follow.

The 2017 Community Survey highlighted several areas in which many residents feel we are meeting or exceeding their needs. This includes the quality of our service, the helpfulness of our staff and the knowledge of our staff. What we learned about the non-library user from that survey is that they value the community connections the library offers along with our materials and services but they have had more negative library service experiences. The non-user group had significantly lower satisfaction scores regarding our personal services and had a positive reaction to fine reduction. The new Strategic Plan and results of the survey challenge us to do a better job of **informing people about our services** and that there are groups that we could better serve. As we continue to improve our service hours, programs and spaces, we will **focus on breaking down barriers to use**. We will also focus on improving access to collections, in particular our selection of eBooks.

SERVICE PLANNING AND DEVELOPMENT

Expanding Library Service Hours - Since 2015, 151 hours of service has been added per week without an increase in staffing. In December 2018 the Library Board received the 4th report on service hours in 2 years. In September 2019 the Library Board approved opening 3 locations at 9 am instead of 10 am (Ancaster, Saltfleet and Sherwood). In 2020 we will continue to build on the work that has already been done and staff will provide to the Board more information and analysis on usage patterns to make informed decisions about future changes. Likely next steps that we will be recommending include adding additional locations opening at 9 am and geographically placing another study hall.

Rural Service Expansion - In 2017, HPL pilot tested a new rural service model at the Freulton branch. In 2018, this pilot was deemed a success and expanded to Lynden. This model expands library hours by supplementing the hours the branch is staffed with extended service hours supported remotely by HPL staff in other branches. The extended access model continues to yield positive results at Freulton and Lynden. This model is planned for the Carlisle, Greensville and Mount Hope branches. The

implementation is currently planned to happen in conjunction with renovations at Mount Hope and the planned new buildings for Carlisle and Greenville. Should any of those projects experience extended delays the timing will be brought back to the Library Board for reconsideration.

Local History and Archives (LHA) - Working with the Internet Archive (IA) and continuing to review a Digital Asset Management Plan we are working to develop a strategy to support an acceleration of the digitization of key collections. The roadmap will outline how we increase access to high-interest LHA collections in a variety of formats including images, text, audio, and video. This initiative will be informed by the Library Board's endorsement of Access by Design.

- **Internet Archive (IA) and Controlled Digital Lending (CDL)** – Building on the legal opinion received by the Library Board in December on CDL, the Board encourages staff to continue to work with the IA to build on a strong partnership that ensures HPL's digitization efforts result in a maximum access to all. Participating in the Open Library and making content from the LHA available through the IA should be given high priority. This should include participating in CDL and making available in the Internet Archive content we control, not in copyright, to be freely accessible.
- **2SLGBTQ+ Archives** - Serving as a self-appointed archivist for residents who have long been marginalized, Michael Johnstone lovingly captured more than 50 years of Hamilton's LGBT2SQ+ community history. Prior to his passing in 2018, Michael donated his collection to the Hamilton Public Library which will become the foundation of the 2SLGBTQ+ Community Archive.
- **Celebrating Local History** - Staff are currently developing a plan to display artifacts from the Terryberry family, including family tombstones that were donated to us. The intention is to do this as part of Terryberry Library's 50th birthday that will happen in 2020. At Westdale branch, staff worked with the family of Anne Jones to honour local resident and long-time Westdale customer. We are exploring ways we can celebrate local landmarks and residents who helped shape their communities. In doing this we are aiming to focus on recognizing individuals that made a local impact. Our strategic plan calls us to be "A Community Beacon" and a unifying force in the communities we serve. Staff are excited about developing a plan that intentionally celebrates residents from all walks of life and diverse backgrounds as a way of enhancing understanding and appreciation for all our rich histories.

Library Membership Growth – Staff will continue to look for ways to ensure that we are able to increase the number of residents that benefit from our services. Currently we have over 167,000 active customers (people who have a library card and have used the library in the last 2 years). That represents about 29% of the City's population. Our goal is to reach 30% in 2020 and 35% by 2025. In 2019 new registration was up 48.8%. One area of emphasis is ensuring students have active cards and are using HPL to advance their studies. All we know is that many people use our free wi-fi and spaces but do not have a library card. Strengthening our relationships with those customers and getting them registered will be explored.

- **Online Card Registration** – With digital circulation now representing so much of our circulation and rising every quarter, staff implemented an online registration system in April 2019 and in the Fall of 2019 the Six Nations community was added to online registration eligibility as part of First

Nations Public Library week with the launch of our partnership with Six Nations Public Library.

Expanding Access to Quality Library Collection –

- **Community Collections** - Some of HPL's good quality discarded materials are now going to community service centers across the city. (e.g. youth residences, assisted living facilities, community centres, etc.) These items will include stickers on the back that indicates the item is for reading and sharing and is a sample of what can be borrowed from HPL with a free library card.
- **eExpress Collection** – the library has launched a new eExpress Collection in OverDrive in 2019. In 2020 we will continue to build on the success of that collection.
- **Digital Magazines:** In 2020 RB Digital is going unlimited with its titles in Magazines and Comics. The Library looks forward to sharing even more magazines for reading online, anywhere, any time.
- **Internet Archives: Open Library** - Working with the Internet Archives (IA) the library has launched its Open Library collection. Future projects include providing access to a low vision collection and growing our archival content on IA.
- **Interlibrary Loan** - The library has resumed print only Interlibrary Loan via Canada Post with other Ontario Libraries and via a local courier service with the Six Nations, Brant, Brantford, Haldimand, Norfolk, Oxford County Libraries. In 2020 the plan is to add microfilm to the loan process.

ADVANCING COMMUNITY PRIORITIES THROUGH PARTNERSHIPS

The Hamilton Public Library [Partnership Policy](#) articulates 4 core reasons we engage in partnerships:

1. Extend and enhance Library services and programs in a sustainable way
2. Increase awareness of Library services and programs
3. Support the City of Hamilton and broad-based community initiatives that advance Hamilton's economic, social and cultural richness
4. Enhance coordination and reduce overlap in efforts between agencies serving Hamilton

Important partnership priorities for 2020 include:

Indwell at Parkdale – Staff are working with the Library Board to receive operating funds to open a small neighbour branch in Parkdale. The branch would have good street presence on Parkdale and provide core library services to the community.

Our Future Hamilton (OFH) – OFH's positive vision for the future informs HPL activities to advance the key themes in our work. As well, we actively support OFH events, including their annual summit.

Urban Indigenous Strategy – Working with the Urban Indigenous Strategy the library was the host of two movies this Fall. We look forward to continued work with UIS as we work towards the Calls to Action in both the UIS and Truth and Reconciliation Report.

Civic Museums – In addition to working with the Museum teams at the City on the Library Card partnership, the library actively promoted the Museum revisioning survey this summer and is meeting with a group of citizens who wish to support the city as they plan for the future of the City's Culture and Tourism Division regarding a City of Hamilton Museum as directed by City Council.

CityLAB – HPL is collaborating with Hamilton-area post-secondary faculty and students on six projects through the CityLAB initiative. The projects range widely, including improving on the use of library space, welcoming new users from partnership with EarlyON, promoting food literacy, enhancing Wi-Fi connectivity in the library, cultivating cultural humility and rethinking how we name collections acknowledging Indigenous cultures.

City Parks and Recreation – Working with Parks and Recreation the library will be hosting free trail classes and information sessions on being active in the community with Parks and Recreation in March 2020.

Red Book - Hamilton Public Library has taken ownership of the Red Book, a Hamilton community resource database, since the closure of Information Hamilton in December 2018. HPL is committed to maintaining the valuable information it contains, the partnership with local community organizations and enhance navigation and search features to ensure this information is readily available to the community.

Mohawk College – City School by Mohawk – Hamilton Public Library continues to grow its partnership with Mohawk College to offer a wider selection of free college credit programs. City School is delivering 4 programs twice a week at Hamilton Central Library covering topics about music, business plans and careers in Technology. 3 more credit programs are planned for Winter of 2020 at Central and Red Hill branch with a focus on small business entrepreneurship and child development.

Xperience Annex. Is a partnership initiative between HPL and the City of Hamilton located at Central Library Circuit 4.0 (4th floor, Central Library). Xperience Annex support youth in achieving their goals by connection and collaboration with education, health care and employment providers. With the help of youth navigators 6 days a week, Xperience Annex works with youth to understand their needs and create pathways to community services and employment.

McMaster University and McMaster Library – HPL partners with McMaster in multiple ways, including in the annual Writer in Residence. HPL is a key partner in two national research initiatives led by McMaster Researchers, one explores the effectiveness of digital literacy programs and services in the public library and the other explores strategies to keep seniors socially engaged and developing.

Continuing Education – Google IT Support Certificate Scholarship – Working with Google, HPL provides free continuing education opportunities to 100 Hamiltonians, over two years, to obtain an IT support certificate to prepare them for an entry level technology career. 50 individuals participated in

2019 and recruiting is underway for the next 50 learners for the 2020 cohort.

New Bookmobile Schedule – In 2019 a new Bookmobile Schedule was launched with new services and stops, including one at Eva Rothwell in Ward 3. In 2020 staff will continue to ensure the schedule of stops is delivering effective service and will also use the Bookmobiles to participate in important community celebrations.

Project Management – The Library recognizes that project management is a key discipline to enable the library to achieve its innovative agenda and implement projects effectively, efficiently and in a timely manner. In addition to adopting key project management frameworks, the library made sure key staff involved on projects are trained.. The Library will be cooperating and working with the City of Hamilton in developing and building the project management community of practice across the City.

Reading Programs - The library continues to celebrate readers, reading and writing this year in many ways. We continue to host a Writer-In-Residence in partnership with McMaster and celebrate writers with the Power of the Pen and Short Works Prizes. With local School Boards we host thousands of students each Spring for the annual Forest of Reading celebration and look forward to celebrating more Canadian books in 2020 as we expand the program to include families with an evening program. Our annual reading programs include hundreds of Hamilton readers with the TD Summer Reading Club, Hamilton Reads and Telling Tales festivals.

Winterfest – The library worked with Winterfest 2019 and will do so again in 2020. Our 2019 program included the Bookmobile visiting 6 different sites last February on weekends, to join families and the outdoor festivities. In 2020 we will be working with organizers to provide a Winterfest reads list.

HWDSB - Digital Literacy programs – System-wide digital literacy programs continue to gain interest. HPL continues to add fun and engaging digital learning opportunities for all ages and develop new partnership ideas with the HWDSB related to technology and the school curriculum. Examples of these special programs include: HWDSB High school students in the Specialist High Skills Major Program (SHSM) obtaining a certificate of completion after exploring video and audio recording and completing a digital project at HPL Makerspace, or working with HWDSB Gifted students who learned how to use Photoshop to beautify buildings they photographed on their way to the library and integrated the learning with Local History and Archives content to learn about the history of their selected buildings to create a collage using their newly acquired skills.

Community Research Platform—In collaboration with the Faculty of Social Sciences at McMaster University, HPL is developing a conceptual community research platform to support current and future Community-Based Participatory Research initiatives. The platform will formalize the partnership and support these initiatives, providing McMaster faculty and researchers with access to the community via the Library; in turn, the Library benefits from the scholarship to inform decision-

making about our programs and services and to contribute to demonstrating the Library's social impact.

Gender Identity and Expression Protocol Training City of Hamilton – In 2020 we will continue to ensure all permanent staff participate in this training. In 2020 library pages will be participating in a modified version of this training.

Ongoing local community partnerships with BIAs and Farmer's Markets – The Concession Branch working together with its local BIA will install a historic graphic obtained from our LH&A photo collection to enhance the exterior of the Concession location. We strive to becoming a visible presence in the community at Farmer's Markets across the City promoting library services and programs along with food literacy.

FINANCIAL & OPERATIONAL ACCOUNTABILITY

Operating budget - We will continue to ensure operating funds are effectively used to maximize our impact and relevance to the community. This will include ensuring we work within the 2020 operating budget while we plan for the 2021-2023 operating budgets that meet the City of Hamilton's budget targets as closely as possible. As we continue to strive to expand our impact by using existing resources, we will identify cost effective, high-impact programs for City Council to consider.

- In 2020 we will include as part of our budget submission to Council a report on the balance of part-time and full-time staff. We encourage Library Management to maintain a balance between part-time and full-time staff and we encourage Management to look for opportunities to create new full-time positions, when funding is available and circumstances warrant.

Revenue Generation - We will continue providing the Board with an annual report that highlights alternative sources of funding we received in the previous year. This will include: fines, fees, donations and special grant funding. The first report on revenue generation was received in March 2017. We will continue to focus on ways we can supplement our funding in ways that are consistent with our vision and values as an organization.

- **Fundraising Strategy** – Pending Board approval, staff will undertake a study to develop potential revenue generation strategies and tactics. That report will provide the Board with options to consider for future directions.

Expanded Metrics Program - Building on past work, we will continue to improve our metrics reporting. We will continue to monitor trends in usage at HPL while we also ensure we continue to report on how we compare to other libraries. We will continue to work with the broader library community to build rigorous and objective impact measures that help ensure our programs and services are directed towards positive results and outcomes. In March 2017 a new branch by branch report looking at 5 year trends and weekly usage patterns was received. As requested by the Library Board, staff are developing reports based on geographic usage. That work will continue as more census information gets released. In 2018, staff completed a return on investment (ROI) report for

HPL that demonstrated our economic impact on the community. In addition to quantitative metrics, HPL has implemented qualitative methods to measure program outcomes: in 2019 participant surveys were implemented in the Memory Café and Summer Reading Club programs. A mixed methods approach provides HPL with numerical and customer narratives to demonstrate how HPL makes a positive social impact on the people of Hamilton.

Technology Innovation and Lean Assessments - Lean is built around the concept that work should focus on maximizing customer value while minimizing waste. Adding value to our customers while we remove/reduce low impact work is an important source of generating capacity. Building on the work that the City of Hamilton and other libraries are doing, HPL will continue to work towards using Lean processes to review our work. In 2017 staff revamped our shipping process with respect to how we handle intra-branch traffic. In 2018 we began the process to look at our event management, room bookings and related planning process with implementation taking place in 2019/20.

DC Charges - In May 2019, the Ontario Government released the Housing Supply Action Plan. Bill 108 was tabled in the Ontario Legislature in May to give effect to many of the measures outlined in the Housing Supply Action Plan. Bill 108 proposes changes to many Acts including the Development Charges Act. The Province has not yet released regulations to clarify how the broad changes through the proposed Bill 108 would be implemented. The Library will work with the City on a cross-departmental approach in reviewing the impacts of the legislation as regulations are released to determine how to support the effective implementation and management of the changes arising through Bill 108.

POLICY DEVELOPMENT

HPL will continue to update and refine our organizational policies. The review schedule as approved by the Library Board in the Policy Manual will continue. In 2020 we continue with that process as we also expedite our review of our Inclusion, Program, Space Rentals and Partnership policies to ensure we address current policy challenges facing libraries in other communities.

FACILITY RENEWAL

In 2011 HPL had 6 locations that could not be brought up to current standards and provide accessible services into the future. By 2019 only 1 facility remained without a plan, Mount Hope. A feasibility study is now underway. In 2018 the Library Board completed an independent assessment of our facilities to evaluate how HPL services and physical locations will align with the expected demographic patterns throughout the City. In addition to identifying potential gaps in library service, we will continue to incorporate future capital maintenance costs into our Facilities Master Plan and long-term planning. As we work to build our service, we will need to ensure we have a plan to effectively manage existing facilities over the long term. In early 2019 the 5th version of the Facilities Master Plan was approved by the Library Board. Here are 2020 priorities for major capital projects.

Carlisle – Advance the redevelopment of a new Carlisle branch. We appreciate the generous donation of the TD Bank building in Carlisle. A 2020 capital budget submission has been approved by

the Board for submission to the City for a \$1.75m capital project. In 2020 staff work with the Library Board on finalizing the scope of the work to be done and commence construction.

Greenville Branch – We will continue to work in partnership with the HWDSB and the City of Hamilton to advance the project. In 2020 staff are instructed to advance construction of the new library and work with the City to identify additional funds for the project. That will likely happen as part of the 2021 Capital Budget cycle.

Mount Hope – In September 2019 the Library Board approved use of \$75,000 from Library Reserves to undertake a feasibility study for a new or renovated branch that would address accessibility issues and provide for long-term sustainability at that location. In 2020 staff will report back on the results of the feasibility study and work with the Board to determine next steps.

Valley Park Branch – Continue to advance the Valley Park project in 2020. Open the temporary location in Q1.

A LEARNING & INNOVATIVE ORGANIZATION: SETTING UP OUR STAFF FOR SUCCESS

HPL's current strategic priorities are relevant to supporting staff to be equipped to meet current and future needs, however, the priority a **Learning and Innovative Organization** stresses this. Serving communities that are facing rapidly changing technology, with their needs evolving and changing, means equipping our committed staff to meet this challenge must be a major area of focus.

To address this challenge, HPL's management and staff have been working on building on our internal staff development programs to create several Learning Institutes (LI). The LI are designed to proactively equip existing staff with the skills they need today and will need in the future. Some LI programs are continuous with content that is regularly updated to reflect current key messages and initiatives within the basic program. Other LI programs are developed specifically to target trends and issues described in the current Multi-Year Business Plan (MYBP) or in response to the introduction of new services or new or evolving technologies and applications. The latter programs are later incorporated in onboarding and other continuous programs. In 2020 staff will continue to support staff in their roles through these Learning Institutes:

1. Library Collections Institute
2. Customer Service and Inclusion Institute
3. Digital Literacy and Technology Skills Institute
4. Financial and Human Resources Institute
5. Health and Safety Institute
6. Learning Program Institute
7. Leadership Development Institute
8. Programming Experiential Learning Program